

MOTION BY SUPERVISOR MARK RIDLEY-THOMAS

December 18, 2018

Advancing Data-Driven Efforts to Measure Performance and Impact

Since 2015, the Board of Supervisors (Board) has adopted a complex policy agenda that requires performance measurement and data analysis to measure client outcomes and achieve transformative change in the service delivery systems for the vulnerable populations served by the County of Los Angeles (County). The complexity of this agenda is captured in the robust collaborative efforts around the six Board Priorities and County Strategic Plan. For example, the Board Priority on Justice Reform seeks to enhance services and outcomes for justice-involved individuals by making sure that the discharge planning for individuals in jails is connected to the appropriate health, mental health, and social services that support successful re-entry into society.

This approach recognizes the unique individual needs and linkages to multiple service providers that are vital to achieving positive outcomes for clients. It involves securely and anonymously sharing identities of individuals in custody across agencies to determine what programs and services are received while in custody and post-

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| RIDLEY-THOMAS | _____ |
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custody. Ultimately, sharing information will position the Board and County departments to make more informed decisions that lead to data-driven coordination of care, improved service delivery and a better understanding of client outcomes.

The data sharing efforts underway between departments grew organically over time primarily to address operational needs, rather than client outcomes. Although this is a very important foundational step to achieve more integrated data sharing, the research and evaluation of initiatives has been limited. A major milestone was reached after the Chief Executive Officer worked with relevant partners to overcome legal and technological barriers to sharing information. County Counsel conducted a comprehensive legal analysis of state and federal laws and regulations to provide clear guidance on appropriate data sharing protocols in support of coordination of care, program enrollment, and program evaluation. Further, the Chief Information Officer implemented an enterprise information management platform for sharing information and a governance structure to recommend policy, standards, and procedures.

When departments have the ability to share and review the multitude of referrals and services that a client encounters, they may identify common clients and work together collaboratively to evaluate the impact and effectiveness of a program to improve client outcomes. Therefore, it is essential for departments, particularly those that have a nexus to the Board Priorities or Strategic Plan, to continue to leverage data to drive their own performance and achieve better client outcomes earlier.

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I THEREFORE MOVE THAT THE BOARD OF SUPERVISORS:

Direct the Chief Executive Officer (CEO) and the Chief Information Officer (CIO) to:

1. Develop a Board policy in 90 days, in consultation with County Counsel, that delegates authority to the CEO/CIO to: a) establish the CEO/CIO as the Los Angeles County (County) “data steward” to link common clients and their service records, across departments, and anonymize data for the purposes of program evaluation; b) identify, evaluate, analyze and research County programs that serve vulnerable populations, with the ability to engage external evaluators where appropriate and; c) collaborate with departments to leverage the CIO’s enterprise platform for their data management and analytics needs.
2. Develop a framework to assess how departments use data to measure outcomes, including their information technology infrastructure, systems of data and data quality, and staff and resource capabilities;
3. Work with departments that are positioned to benefit from the assistance of a professional information management consultant in moving from their current level of data maturity to the next logical step in the maturation process, including leveraging the CIO’s enterprise information management platform; and
4. Report back to the Board, in writing, every 180 days on the status of the progress made in implementing the framework outlined in the directives listed above.

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